

**Standard Operating Procedures  
for the  
Civil Works Review Board  
and  
Actions Subsequent to the CWRB Meeting**

For all projects that require authorization by Congress, MSC and District Commanders are required to present their final reports and recommendations to the Civil Works Review Board (CWRB). This Standard Operating Procedure (SOP) describes the logistics and responsibilities related to preparation, conduct, and follow-up for meetings of the CWRB. This SOP supplements the guidance regarding the Final Report transmittal and Washington-level actions found in ER 1105-2-100 Planning Guidance Notebook Appendix H paragraphs H-5.a, b and c, as well as EC 1165-2-209 Civil Works Review Policy Appendices B, C and F. Additional CWRB information can be found on the CWRB Web Site, <http://usace.army.mil/CECW/CWRB/Pages/default.aspx>, which can be accessed by the public.

The CWRB is managed by the Office of Water Project Review (OWPR) within the Planning and Policy Division (CECW-P) of the Directorate of Civil Works. The CWRB Coordinator is Ms. Marilyn K. Benner, CECW-PC, 202-761-5220, Room 3E22.

## **1. SCHEDULING THE CWRB MEETINGS.**

**1.1. Developing an Annual Meeting Schedule.** OWPR will annually set up a schedule of potential CWRB meeting dates with the goal of one meeting per month. The schedule will be updated quarterly, provided to Regional Integration Teams (RIT's) and MSC Planning Chiefs, and posted on the CWRB Web Site for use by the Districts in scheduling project CWRB briefings.

**1.2. Identifying the Board Members.** The CWRB consists of six (6) members: the Deputy Commanding General (DCG) who will Chair the Board; the Deputy Commanding General for Civil and Emergency Operations (DCG-CEO); the Chief of Civil Works Planning and Policy Division; a Regional Integration Team Leader (not from the presenting MSC); a COP Leader from Engineering, Operations, Real Estate or Environmental CoPs; and an MSC Commander (not from the presenting MSC). Alternate members may be designated if primary members are not available to participate. Scheduling will be initially based on the availability of the three specifically identified Board members--the DCG, the DCG-CEO and the Chief of Planning and Policy. OWPR will identify the remaining three board members prior to each CWRB meeting.

**1.3. Reserving the Rooms.** OWPR will reserve a VTC-equipped conference room at HQUSACE for each CWRB meeting.

**1.4. CWRB Project Candidates.** Quarterly, OWPR will prompt the RIT's/MSCs to canvass their respective Districts and identify dates from the annual meeting schedule at which they will be prepared to present the District and MSC Commanders' findings for a project. Potential

candidate projects will be reported to the Chief of OWPR, and tentatively scheduled for those dates. The RIT's will advise the MSC that no date will be considered firm until the final report submittal package and read ahead materials have been provided to OWPR. The goal is for no more than two projects to be reported on any date. If more than two candidate projects are proposed for a given CWRB date, they will all be tentatively scheduled on that date. As that date approaches, adjustments may be made to the schedule including changing the date or adding an additional CWRB meeting as close to the scheduled date as possible. Priority will be given to those projects which have submitted the required read-ahead information (see paragraph 2.2) within the prescribed timeframes. If no projects have been identified within six (6) weeks of a proposed CWRB meeting date, that meeting date will be cancelled.

## **2. PRIOR TO THE CWRB MEETING.**

**2.1. Project Schedule Confirmation.** Six (6) weeks prior to the scheduled CWRB meeting date, the MSC Planning Chief will confirm with the Chief of OWPR that proposed projects are ready to be presented to the CWRB. Concurrently for confirmed projects, the District will provide to the RIT two electronic files for the Project Abstract which will serve as the Project Page on the CWRB Web Site. The first file is a WORD file with project name, CWRB date, and an approximately one page abstract summarizing important project information, including location, non-Federal sponsor, purpose and need, recommended plan, benefits and significance, total cost, Federal and non-Federal share, and any special implementation information. The second file is a picture file (.pdf, .tif, .jpg) readable at a 3-inch wide by 4-inch high size, preferably a schematic of the recommended plan, but the report cover is also acceptable. Examples of Abstracts are located on the CWRB Web Site as part of the pages for previous projects. Six to five (6 to 5) weeks prior to the CWRB date, OWPR will post the Project Abstract on the CWRB Web Site to provide project information to those interested in the next CWRB.

**2.2. Report Submittal.** No later than four (4) weeks prior to the scheduled CWRB meeting date, the MSC Commander will submit printed and electronic copies of the complete final report package to his or her respective RIT so the project can be entered into the OWPR review schedule. In the rare event of unusual circumstances encountered by the Project Delivery Team (PDT) and upon approval by the Chief of OWPR, a report package might be accepted as late as two weeks prior to the scheduled CWRB, depending on other review team schedules.

The RIT will promptly provide the complete final report package to OWPR to begin the review and CWRB preparation process. The final report submittal procedures and items to be included in the package are described in ER 1105-2-100, Appendix H, paragraph H-5.a. (1) through (3) and Exhibit H-7, as well as EC1165-2-209 Appendices B, C and F.

### **2.3. Read-ahead Package.**

**2.3.1.** Two (2) weeks prior to the CWRB meeting, the RIT will prepare a read-ahead package for the CWRB members, with the assistance of the MSC, District team members, ATR lead,

IEPR manager, and OWPR review team. The Read-Ahead package will include the following materials (all black and white, except Project Map in color if needed):

- Read Ahead Factsheet (prepared by OWPR for CWRB Members only)
- Cover Page
- Table of Contents
- CWRB Agenda (with names)
- List of Expected Attendees
- Project Map (in color if needed for clarity)
- Sponsor Letter of Support
- Report Summary
- Proposed Chief of Engineers Report
- Agency Technical Review (ATR) Certification
- Independent External Peer Review (IEPR) Summary Report, plus, summary of proposed draft Corps responses
- District Counsel Legal Certification

Attachments 1, 2, 3 and 4 of this SOP provide samples of the Cover Page, Table of Contents, Agenda and List of Attendees. The RIT should contact OWPR for a WORD file template with the most current format to use for those four items. The OWPR Review Lead will provide the OWPR CWRB Coordinator with three to four Key Issues bullets for the Board Member's Read Ahead Factsheet. Upon OWPR concurrence with the read-ahead materials, the RIT will provide the electronic files and twenty (20) printed copies of the read-ahead package to OWPR, which will be responsible for distributing the read-ahead materials.

**2.3.2.** One (1) week prior to the CWRB meeting, OWPR will provide the read-ahead package to the CWRB Members and others as listed below. OWPR will also post an Agenda without names and the Report Summary on the CWRB Web Site.

- CWRB Members
- Office of ASA(CW)
- OMB Attendee (provide electronically via email)
- Planning and Policy Division, Deputy Chief
- OWPR Chief
- OWPR Team Leaders
- OWPR Review Lead
- OWPR CWRB Coordinator and file copy
- RIT Leader
- RIT Civil Works Deputy
- RIT Planning Manager
- HQ Office of Counsel Representative
- PCX Lead (provide electronically via email)
- IEPR Manager (provide electronically via email)

**2.4. Agenda and Attendees Handout.** Two (2) days prior to the CWRB meeting, the RIT will update the agenda times, speakers and attendees, and provide to OWPR the final WORD files of the Agenda and List of Attendees. The RIT will also provide fifty (50) black and white paper copies of the final Agenda and List of Attendees collated as a single meeting handout to be provided to the Board Members, the primary HQ participants and general audience observers. One (1) day prior to the CWRB meeting, OWPR will request the posting of the final Agenda and List of Attendees on the CWRB website and email them to remote participants and observers.

## **2.5. Presentation Slides.**

**2.5.1.** Two (2) days prior to the CWRB meeting, the RIT, with the assistance of the District, the MSC and the OWPR Review Lead, will provide to OWPR the full set of the final slides that will be shown for all presentations at the CWRB meeting. The slides will be provided as one PowerPoint file containing all the presentation and place-holder slides listed below, as applicable:

- District Engineer Presentation
- Sponsor Presentation (or place-holder title slide during sponsor statement)
- Other Agency Presentation (or place-holder title slide during agency statement)
- MSC Presentation
- Office of Water Project Review Presentation
- Discussion (place-holder slide during Board discussion and action motion)
- Lessons Learned District and MSC Presentations
- Summary (place-holder title slide during review of CWRB decisions and due-outs)

**2.5.2.** One (1) day prior to the CWRB meeting, OWPR will create a .pdf file of the presentation slides, request its posting on the CWRB website, and email it to remote participants and observers. The RIT will provide ten (10) color and twenty (20) black and white paper sets to be handed out at the CWRB meeting to the Board Members and primary HQ participants. The paper printouts of the presentation slides will be formatted two to a page (portrait orientation).

**2.6. State and Agency Letters and Proposed Chief's Report.** No later than one (1) day prior to the CWRB meeting, the OWPR Review Lead and the RIT will finalize the text of the State and Agency (S&A) Review Letters and the draft proposed Report of the Chief of Engineers that will be enclosed. At the CWRB meeting, OWPR will have signature-ready letters available to be signed by the Chief of Planning and Policy Division in the event the Board approves the report for immediate release for S&A review. The signed letter and proposed Chief's Report will be provided to the District for the S&A review mailing and filing of the final EIS in accordance with ER 1105-2-100, Appendix H, paragraph H-5.c and d.

**2.7. Visitor Access.** All visitors to the GAO Building must enter through the G Street entrance. The RIT will make necessary arrangements with GAO Building Security for admittance of attendees from the MSC, District, sponsor, other agencies, and OMB on the day of the CWRB meeting and on any practice days. No later than 48 hours before the visitor's arrival, the RIT will provide GAO Form 65, Notice of Visitor with the list of visitors to the HECSA Security Office

(202-761-4557; Room 6P73) which will in turn submit the request to the GAO Safety & Security Office. Paperwork for visitors must be processed at least two days before the scheduled entry date to avoid delays on entry. Parking for visitors is generally not available in the building, but if requested may be approved only on an “as available” basis. Security guards at the G Street parking garage entrance to the GAO Building are advised of any visitors approved for parking that day.

The Office of the Assistant Secretary of the Army for Civil Works (OASA(CW)) is responsible for inviting the Office and Management and Budget (OMB) to the CWRB. Three (3) weeks prior to the CWRB meeting, OWPR will contact OASA(CW) Project Planning and Review Office for the names of the expected attendees from OASA(CW) and OMB. As a courtesy to OASA(CW), the RIT will include the name of the OMB attendee on the list of visitors for access to the GAO Building on the day of the CWRB meeting.

**2.8. Conference Room and System Tech Support.** At the beginning of each fiscal year, OWPR reserves the conference room through the ACE-IT HQ conference room coordinator for the planned CWRB dates (first choice is the Main Conference Room 3M60/70). The HQ conference room coordinator is Ms. Terria Thomas, CEIT-IPS-D, 202-761-5912, Room 6R54. Two (2) weeks in advance of confirmed project meetings, OWPR will submit a request for HQ ACE-IT technical support to arrange the VTC and audio conference lines and to assist the RIT 30 minutes before the meeting to set up the conference connections and the room projection and microphone systems. If the District and MSC need a conference room to practice the presentation or desire separate ACE-IT assistance in learning to operate the equipment, the RIT will submit their own ACE-IT requests and room reservations.

**2.9. Remote VTC or Audio Participation.** The CWRB meetings will be made available to participants and observers at remote sites via Video Teleconference (VTC) and Audio-only conference lines. HQUSACE strongly encourages MSC’s and Districts to observe CWRB meetings for lessons learned and to prepare for their own upcoming CWRBs. Three (3) weeks prior to the CWRB meeting, OWPR will contact the PCX, IEPR Manager and the MSC Planning Chiefs to identify offices interested in conference lines. No later than two (2) weeks prior to the CWRB meeting, the PCX, IEPR Manager and MSC’s will provide to OWPR a consolidated list for their office (MSC’s will include their Districts) that includes the following information:

- Type of conference requested (VTC or Audio-only)
- Name of Corps of Engineers Office (e.g. South Atlantic Division)
- City and State in which your office is located (e.g. Atlanta, Georgia)
- Room number in which VTC will be held for your office.
- Name, office, and contact number for the team member POC coordinating the participation (e.g. Project Manager, Lead Planner, other). This is not an ACE-IT or VTC contact. This team member POC must be available in the office on the day before and the day of the CWRB to receive and pass along handouts of the meeting agenda, attendees and presentation slides, as well as emails or phone calls with last minute information about the meeting.

If the sponsor, or other non-Corps PDT team member, wishes to participate in a VTC connection using their non-Corps facilities, a technical POC with contact number will also need to be provided. For Corps offices, the ACE-IT community maintains a list of local VTC contacts at each office. Therefore this technical POC information is not required, unless you are aware of a recent change.

**2.9.1 VTC Connection.** Having provided the information requested above, each MSC, District or other organization should make their respective VTC room reservations at their individual offices and let their local VTC contact know about the upcoming VTC. No later than five (5) days prior to the meeting, OWPR will submit a request to the ACE-IT nation-wide VTC Coordinator for a VTC, providing date and time information and attaching the HQUSACE VTC Request Form (Attachment 5) with the compiled detailed remote location and POC information. The ACE-IT VTC Coordinator sets up the conference call with HQ as the conference lead (the individual remote Corps offices do not make any ACE-IT requests). Once the arrangements have been made, the ACE-IT VTC Coordinator will e-mail a confirmation and ACE-IT Incident Number to the local VTC contacts at the various participating offices. OWPR will also e-mail this confirmation information to the team member POC contacts provided above.

**2.9.2 Audio-Only Connection.** Telephone conferencing capability will also be available. Based upon the participation requests above, OWPR will request a limited number of toll-free call-in lines along with the VTC lines. The audio-only lines will be available on a first come – first served basis. OWPR will e-mail the call in number and participant pass code to the team member POC's. The audio-only connections utilize normal telephone conference lines accessed from any telephone, and do not require any special equipment or ACE-IT assistance. To enhance the group learning experience and to minimize the number of lines, Districts are requested to assemble their staff in a conference room and call in on only one line.

**2.10. CWRB Web Site.** As a convenience to those participating remotely in the CWRB, OWPR will attempt to include the critical read-ahead materials on the CWRB Web Site, <http://usace.army.mil/CECW/CWRB/Pages/default.aspx>. The RIT will provide any updates to the agenda, report summary, and PowerPoint presentation materials to OWPR NLT 48 hours before the meeting. OWPR will send the webmaster a request for the materials to be posted on the Web Site so they are available the day of the meeting, however, please note that the posting may be delayed due to clearance and approval process. Due to security restrictions, the agenda cannot contain names of individuals. Therefore, OWPR will modify it for the Web Site to contain only titles of the presenters, not their names.

OWPR will also email meeting information and handouts to the VTC/audio participant team member POC's.

### **3. HOLDING THE CWRB MEETING.**

**3.1. Setting up the Room.** The RIT presenting the first scheduled CWRB briefing of the day will be responsible for ensuring the room is set up prior to the start of the meeting.

- The room will generally be placed in a U-shaped configuration facing the viewing monitors. (See Attachment 6 of this SOP for General Room Layout.) A podium with microphone is available for presenters as well as built-in microphone system or hand-held and portable microphones, depending upon the room. If significant furniture moving is required, the RIT should contact HECSA for assistance (POC for furniture/room setup is Mr. Ronnie A. Edelen, CEHEC-LM-SG, 202-761-0526, Room 6R70)
- The RIT will provide handouts of the presentation slides and final Agenda/Attendees List at each seat for the Board Members (color copies) and primary HQ participants (black and white copies). The remaining Agenda/Attendees List handouts will be placed at each seat in the project team and general seating area.
- OWPR will provide placards with organization names for participants at the main tables.
- As part of the VTC request to ACE-IT, OWPR arranges for HQ ACE-IT tech support for room set-up 30 minutes before the start of the meeting. The RIT will coordinate with the HQ ACE-IT personnel to ensure the VTC facilities are working and to load a copy of the combined presentation slides onto the room computer. HQ ACE-IT VTC lead is Mr. Michael M. Concepcion, CEIT-ISS-I, 202-761-8234, Room 6T62; Backup is Mr. John Hoffman, CEHEC-IM-VG, 202-761-1558 (Cell phone 571-236-2351), Room 6R64.

### **3.2. Conducting the Meeting.**

**3.2.1. CWRB Chair.** The Deputy Commanding General, as CWRB Chairperson, will control the meeting. Upon announcement of the DCG's arrival, the attendees should promptly end conversations and take their seats so the meeting can be convened.

**3.2.2. Agenda and Presentations.** Attachment 7 of this SOP provides an example CWRB Meeting Agenda with annotations discussing the content or goals of the various presentations and actions at the CWRB meeting.

- The presentations should be in the following order:
  - District Commander
  - Non-Federal Project Sponsor
  - Other Agencies
  - MSC Commander
  - OWPR Review Lead
  - Board Member Discussion (including ATR, IEPR)
  - Board Action
  - Lessons Learned
  - Meeting Summary

**3.2.3. District Commander's Presentation.** The District Commander will address the points described in ER 1105-2-100 Appendix H paragraph H-5.b.(4)(a) and Exhibit H-14, as well

as EC1165-2-209 Civil Works Review Policy Appendices B, C and F. Also consult the items below and in Attachment 7 of this SOP:

- The project delivery process.
  - The PDT members.
  - Type and frequency of meetings.
- An overview of the report including the recommended plan (and NED/NER plans if different).
- Results of model certification, as appropriate.
- Discussion of substantive ATR and Independent External Peer Review comments; identify the issues and how the District addressed the comments.
- The District's compliance actions from the Policy Guidance Memoranda.
- Substantive policy review comments and responses.
- The general outcome of the Public Involvement process including any substantive issues.
- Summary of economic (NED and RED), environmental (NER), and other social effects (OSE) of the project.
- Risk and Uncertainty and how it is communicated to the sponsor and other affected interests.
- Description of how the plan is integrated with other watershed purposes.
- Description of how the recommendation supports the Environmental Operating Principles.
- Description of how the plan is integrated with the USACE Campaign Plan.

In the Lessons Learned portion of CWRB, District Commander should address:

- Assessment of PDT performance, lessons learned, recommended improvements.
- Were lessons learned from prior studies/CWRBs applied with success for this study?
- What would you do differently? (Anywhere in the process).

**3.2.4. MSC Commander's Briefing.** The MSC Commander will present the points described in ER 1105-2-100 Appendix H paragraph H-5.b.(4)(b) and Exhibit H-14, as well as EC1165-2-209 Civil Works Review Policy Appendices B, C and F. Also consult Attachment 7 of this SOP and the following items:

- Rationale for issuing the Division Engineer's Transmittal Letter
- Certification of legal and policy compliance
- Expected response to the Proposed Chief's Report during S&A and NEPA review
- MSC Quality Assurance and consideration of ATR and IEPR comments
- Review Plan for Preconstruction Engineering and Design and Construction phases
- Any other observations, including regional approaches.

**3.2.5. Board Member's Questions, Discussion.** The Board Members will ask questions and discuss the project, plan formulation, policy issues, national considerations, etc. This portion may include calling upon the ATR Lead and IEPR Manager for their perspectives and review concerns.

**3.3. Taking the Minutes.** The RIT in cooperation with the District PDT will be responsible for documenting the discussion during the CWRB meeting. A draft Memorandum For Record



(MFR) of the meeting should be completed no later than one (1) week following the CWRB action and distributed to OWPR and the MSC for comment. The MFR should be finalized by the RIT no later than two (2) weeks following the CWRB action and provided to meeting attendees. OWPR will post a copy on the CWRB Web Site.

**3.4. Clean up the Room.** The RIT is responsible for cleaning up any extra handout materials and ensuring that all refreshment containers are properly disposed of so the room is presentable for the next CWRB presentation or, if it is the final CWRB of the day, returning the room to pre-CWRB condition for use by others.

**4. Actions Subsequent to the CWRB Meeting.** Consult ER 1105-2-100 Appendix H paragraphs c through j for actions that occur after the CWRB which lead to authorization of the project by Congress.

**4.1. State and Agency Review** (ER 1105-2-100 Appendix H paragraph H-5.c).

**4.1.1.** Upon a successful conclusion of the CWRB meeting, the RIT, District PDT, and OWPR will cooperate in conducting the required State and Agency (S&A) Review. Copies of the signed transmittal letters and draft Chief of Engineers Report for S&A Review are prepared by OWPR prior to the meeting and can be provided to the district at the conclusion of the CWRB or sent express mail to the District.

**4.1.2.** In those situations where the CWRB provides a contingent approval and identifies additional work or clarifications that are needed prior to releasing the report for the S&A Review, the District PDT will address the concerns and make any necessary changes to the report and submittal materials provided to the RIT. The RIT will coordinate the District responses and changed materials with the OWPR Policy Review Team. The S&A Review will not be initiated until OWPR concurs that the Board's requirements have been met.

**4.2. NEPA Review** (ER 1105-2-100 Appendix H paragraph H-5.d). For those projects including an Environmental Impact Statement, the District PDT will file the final EIS with the Environmental Protection Agency for public review concurrent with the S&A review. The District and RIT will provide OWPR notification of the published date of the Notice of Availability of the Final Report in the Federal Register.

**4.3. Final Assessment and Documentation of Review Findings** (ER 1105-2-100 Appendix H paragraph H-5.e). During the S&A review, the OWPR Review Team will complete its policy compliance review of the final report and coordinate with the RIT, MSC, and District to resolve remaining concerns to the extent possible. The comments received during the S&A Review will be compiled and any comments requiring a written response will be coordinated with the RIT, MSC, and District. Upon resolution of the outstanding policy issues OWPR will prepare the Documentation of Review Findings (DRF) and provide to the RIT for distribution. A copy of the DRF will be included on the CWRB Web Site. Note that any DRF for which all issues cannot be resolved may cause language to be added in the final Chief of Engineers report that can delay processing by ASA(CW) and OMB.

**4.4. Revising the Project Summary.** Upon completion of the S&A review and receipt of the DRF, the RIT will update the Project Summary to reflect the results of the coordination and resolution of any outstanding comments. A copy will be provided to OWPR for posting on the CWRB Web Site.

**4.5. Chief of Engineers Report** (ER 1105-2-100 Appendix H paragraph H-5.f and g). The RIT will prepare and circulate all necessary materials for supporting the final Chief of Engineers Report. The final version of the report will include additional language on the S&A coordination and items of local cooperation that are omitted in the draft for S&A Review. OWPR will support the RIT in briefing the Chief of Engineers. Upon signature, a copy of the signed report will be provided to OWPR for posting on the CWRB Web Site.

**5. Timeframe.** ER 1105-2-100 Appendix H Exhibit H-12 provides the milestones and minimum timeframes for accomplishing the CWRB, NEPA processing, S&A review, and a signed Chief of Engineers Report. Listed below are the durations for the primary milestones. Please note these are minimum durations which have been experienced for projects that have all issues resolved at the time of the CWRB.

**6. CWRB SOP Updates.** OWPR will periodically review and update this SOP based on lessons learned and changing requirements.

*This Standard Operating Procedures for the Civil Works Review Board was approved by Harry E. Kitch, Deputy Chief of Planning and Policy Division, HQUSACE, 7 July 2010*

**C-111 SPREADER CANAL WESTERN PROJECT, FL  
COMPREHENSIVE EVERGLADES RESTORATION PLAN**

**Read-Ahead Package**

**for**

**Civil Works Review Board  
15 December 2009  
(9:00am, Room 3M60/70)**

**Attachment 1 – Sample Cover for CWRB Read-Ahead Package**

**C-111 SPREADER CANAL WESTERN PROJECT, FL  
COMPREHENSIVE EVERGLADES RESTORATION PLAN**

Civil Works Review Board  
15 December 2009

**READ AHEAD BRIEFING PACKAGE**

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*(Copies of the presentation slides will be provided at the CWRB)*

**Attachment 2 – Sample Table of Contents for CWRB Read-Ahead Package**

**C-111 SPREADER CANAL WESTERN PROJECT, FL  
COMPREHENSIVE EVERGLADES RESTORATION PLAN  
Civil Works Review Board  
15 December 2009**

**AGENDA**

- 0900 Welcome Mr. Steve Stockton  
Director of Civil Works, USACE and CWRB Chair
- 0905 Introductions Mr. Steve Stockton  
CWRB Chair
- 0910 Project Briefing COL Alfred Pantano, Jr.  
District Commander, Jacksonville District
- 1030 Sponsor Support Mr. Tommy Strowd  
Assistant Deputy Executive Director  
South Florida Water Management District
- 1040 Division Commander Briefing MG Todd T. Semonite  
Division Commander, South Atlantic Division
- 1100 Policy Review Assessment Ms. Jeanette Gallihugh  
Review Lead, Office of Water Project Review
- 1115 Board Discussion Mr. Steve Stockton  
CWRB Chair
- Member Questions
  - Proposed Agency response to Independent External Peer Review
  - Office of ASA(CW), OMB Questions
- 1145 Action Mr. Tab Brown  
Chief, Planning Community of Practice
- 1150 Lessons Learned / After Action Report: COL Alfred Pantano, Jr.  
District Commander  
Jacksonville District
- What was supposed to happen?
  - What did happen?
  - Why did it happen that way?
  - How will we improve next time?
- 1155 Lessons Learned SAD, OWPR, Sponsor, Others
- 1200 Summary of Project Briefing COL Alfred Pantano, Jr.  
District Commander, Jacksonville District
- 1205 Close Mr. Steve Stockton  
CWRB Chair

**Attachment 3 – Sample CWRB Agenda**

**C-111 SPREADER CANAL WESTERN PROJECT, FL  
Comprehensive Everglades Restoration Plan**

**Civil Works Review Board  
15 December 2009**

**Attendees**

**Civil Works Review Board (CWRB)**

	<b><u>Name:</u></b>
Director of Civil Works and CWRB Chair	Mr. Steve Stockton
Chief, Planning Community of Practice (CoP)	Mr. Theodore (Tab) Brown
Commander, North Atlantic Division	COL Peter DeLuca
Chief, Environmental Community of Practice (CoP)	Mr. James Balocki
Chief, North Atlantic Div. Regional Integration Team (RIT)	Mr. Mohan Singh

**Office of Management and Budget (OMB)**

OMB Examiner	Mr. William (Dick) Feezle
OMB Examiner	Mr. Gary Waxman

**Department of the Army – Office of Assistant Secretary of the Army for Civil Works**

Senior Water Resources Planner	Mr. Cliff Fitzsimmons
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**Office of Counsel**

Counsel, USACE	Mr. William Bayert
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**Planning & Policy Division**

Deputy, Planning & Policy Division	Mr. Harry Kitch
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**Office of Water Project Review (OWPR)**

Chief, Office of Water Project Review	Mr. Wesley Coleman
Policy Review Lead	Ms. Jeanette Gallihugh
Policy Review Team	Mr. Ken Claseman
Policy Review Team	Ms. Marilyn Benner
Policy Review Team	Mr. Miguel Jumilla
Policy Review Team	Mr. Rodney Hallstrom
Civil Works Review Board Team	Ms. Patricia Bee

**Attachment 4 – Sample CWRB List of Attendees**

**C-111 SPREADER CANAL WESTERN PROJECT, FL  
Comprehensive Everglades Restoration Plan**

**Civil Works Review Board  
15 December 2009**

**Attendees (cont.)**

**South Atlantic Division Regional Integration Team (SAD RIT)**

Chief, South Atlantic Division RIT	Mr. James Dalton
Deputy, South Atlantic Division RIT	Ms. Stacey Brown
Planning Program Manager, SAD RIT	Mr. Steve Kopecky

**South Atlantic Division (SAD)**

Division Commander	MG Todd Semonite
Director, Programs Directorate	Mr. Les Dixon
Chief, Planning	Mr. Wilbert Paynes
District Support Team / Lead Planner	Mr. Mike Magley

**Jacksonville District (SAJ)**

District Commander	COL Alfred Pantano, Jr.
Deputy District Commander, South Florida	LTC Michael Kinard
Chief, Planning and Environmental Division	Ms. Rebecca Griffith
Chief, Restoration Planning Section	Mr. Mark Wolff
CERP Program Manager	Mr. Stuart Appelbaum
CERP Deputy Program Manager	Ms. Kim Taplin
Project Manager	Mr. Michael Collis
Planning Technical Lead	Mr. Ray Wimbrough
Economist	Mr. Kevin Wittmann
Engineering Technical Lead	Mr. Eddie Douglass
Environmental	Mr. Brad Tarr
Real Estate	Mr. Karl Nixon
Office of Counsel	Mr. Don Nelson
Chief, Geomatics Section	Mr. David Robar
Senior GIS	Mr. Dan Vogler
Everglades Partners Joint Venture	Ms. Elizabeth Carwell

**South Florida Water Management District - Non-Federal Sponsor**

Executive Director	Ms. Carol Wehle
Assistant Deputy Executive Director	Mr. Tommy Strowd
Director, Policy & Coordination	Mr. Tom Teets
Federal Liaison	Mr. Garret Wallace
Project Manager	Mr. John Shaffer

**Attachment 4 (continued) – Sample CWRB List of Attendees**

**C-111 SPREADER CANAL WESTERN PROJECT, FL  
Comprehensive Everglades Restoration Plan**

**Civil Works Review Board  
15 December 2009**

**Attendees (cont.)**

**Other Agencies**

Deputy Regional Director, US Fish & Wildlife Service	Mr. Mark Musaus
Field Supervisor, Vero Beach Office, US Fish & Wildlife Service	Mr. Paul Souza
Attorney-Advisor, Department of the Interior	Mr. Don Jodrey

**Ecosystem Planning Center of Expertise – Mississippi Valley Division**

Director PCX / Agency Technical Review Mgr	Ms. Jodi Staebell
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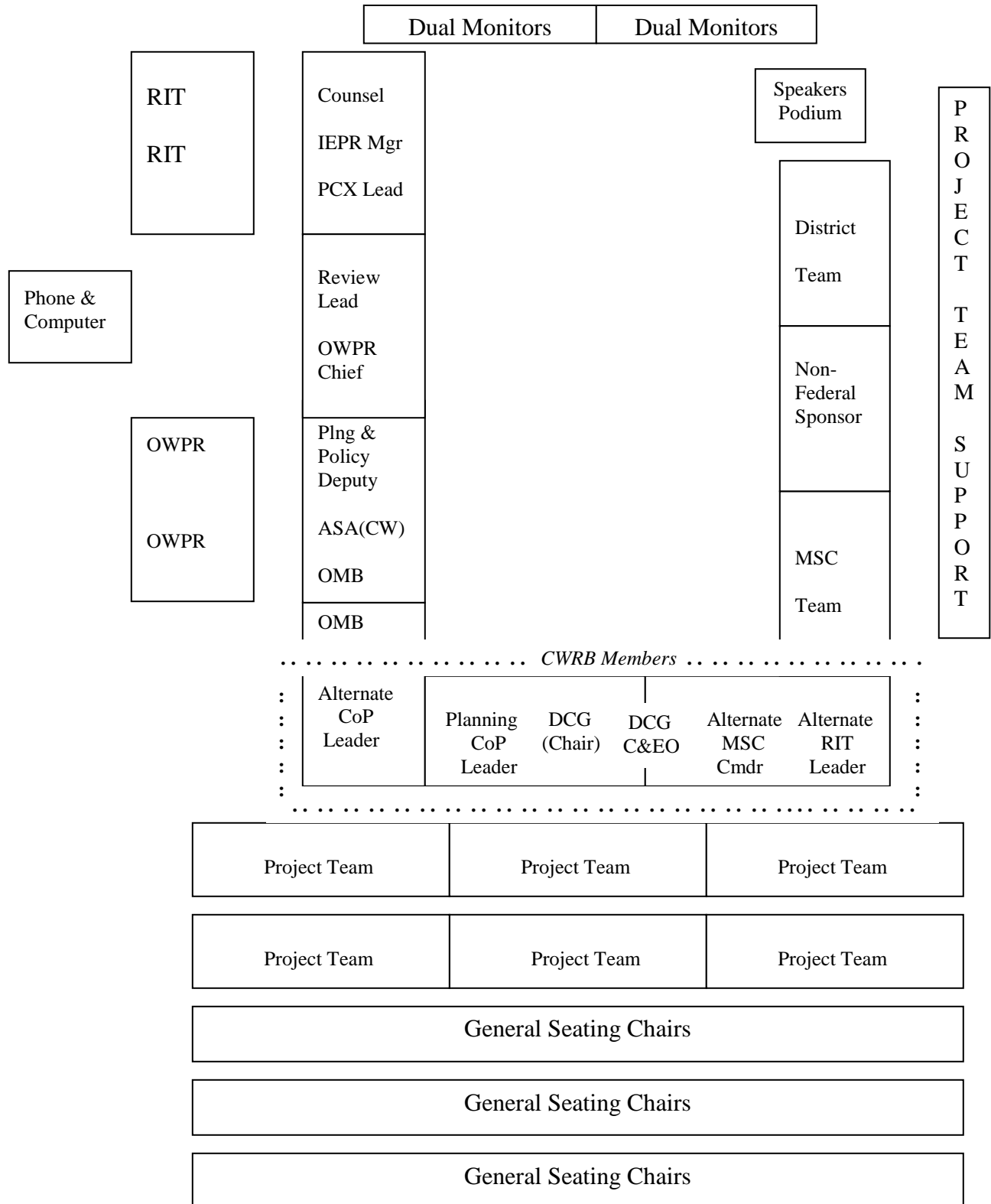
**Independent External Peer Review Team (IEPR)**

Program Manager (Battelle Memorial Institute)	Ms. Karen Johnson-Young
Deputy Project Manager, Battelle Memorial Institute	Ms. Lynn McLeod (via phone)
IEPR Review Team Member	Dr. Tom Cuba, Ph.D. (via phone)
IEPR Review Team Member	Mr. C. Deane Fowler, P.E. (via phone)
IEPR Review Team Member	Dr. Paul Keddy, Ph.D. (via phone)
IEPR Review Team Member	Dr. Chin Man (Bill) Mok, Ph.D., P.E., P.G., D.WRE. (via phone)
IEPR Review Team Member	Dr. Walter Milon, Ph.D. (via phone)





**General Room Layout for the Civil Works Review Board Meeting – 3M60/70**



**Attachment 6 – General Room Layout**

*Project Title*  
*Report Type (Feasibility/GRR)*  
 Civil Works Review Board Presentation

(date)

Annotated Agenda

- \_\_\_\_\_ Welcome – *(DCG or his Representative)*  
*The DCG will open the meeting and set the goals. He may or may not perform introductions.*
- \_\_\_\_\_ Project Briefing – *(District Commander)*  
*If not done during the DCG welcome, the District Commander should introduce the sponsor and the PDT. S(he) will present the bulk of the presentation that covers the basics of the plan formulation and report recommendations. This section of the presentation should also cover substantive ATR and IEPR comments and how they were addressed, the District's understanding of the substantive policy review comments and responses, a description of how the plan is integrated with other watershed purposes, and a description of how the recommendation supports the USACE Campaign Plan and Environmental Operating Principles. (Lessons learned come after the Board's vote.) The District Commander should introduce the sponsor at the conclusion of this part of the presentation.*
- \_\_\_\_\_ Sponsor Support – Non-Federal Sponsor – *(Name)*  
*The sponsor is next afforded the opportunity to make any comments they wish in support of the project. The name(s) of all speakers should be provided to the RIT ahead of time for inclusion in the final agenda. The sponsor has the option of speaking, or not, and use of slides. Sponsors may participate by VTC.*
- \_\_\_\_\_ MSC Commander's Briefing – *(Division Engineer)*  
*After the sponsor finishes, the MSC Commander provides his portion of the presentation including the rationale for project support (Transmittal Letter and other pertinent documentation), expected State and Agency response to the draft Report of Chief of Engineers report, other observations, MSC views on certification of legal and policy compliance (including discussion of ATR, Planning Center of Expertise involvement, and IEPR), and presentation of Review Plan for PED and Construction phases. (Lessons learned come after the Board's vote.) Note MSC Commanders are permitted to make their presentations by VTC, if approval is granted by the CWRB Chair.*
- \_\_\_\_\_ Policy Review Assessment – *(Review Lead, OWPR)*  
*The OWPR review lead will next present a briefing on the larger policy compliance issues wrestled with to date, and any remaining issues that remain to be resolved during the processing of the final decision document. Their last slide will be a recommendation to the CWRB on the project.*
- \_\_\_\_\_ Discussion and Action: *(DCG for Civil and Emergency Operations)*  
*At this point the DCG-CEO will take the lead in discussing the presentations. The CWRB members will ask any additional questions that have not been asked during the presentations and quite possibly make individual statements. When the discussion is finished, the CWRB Chair will call for a vote and the DCG-CEO or Chief Planning & Policy will make a motion on the OWPR recommendation as it may be amended by discussion.*
- \_\_\_\_\_ Lessons Learned / After Action Report – *(District Commander)*  
*The District Commander will lead off in the lessons learned session. Items for discussion include: what was supposed to happen, what did happen, why it happened that way, and how we will improve the process next time (Anywhere in the process). This is can include a general assessment of PDT and vertical team performance.*
- \_\_\_\_\_ Lessons Learned (MSC Commander and others, as applicable)  
*Views of lessons learned from other viewpoints.*
- \_\_\_\_\_ Summary of Project Briefing – *(District Commander)*  
*(The District Commander should be prepared to summarize the overall project briefing. Although, often the DCG may do this, or the meeting may have wound down to a point where this is not done.)*
- \_\_\_\_\_ Close: *(CWRB Chair)*  
*The DCG will make some closing remarks, probably provide the opportunity for last minute comments and close the meeting.*

**Attachment 7 – Annotated Draft Meeting Agenda**